

USACE 2012

FUTURE CORPORATE AND HQ DESIGN STUDY

APPENDIX A: PROJECT MANAGEMENT PLAN

TABLE OF CONTENTS

	<u>Page</u>
1.0 INTRODUCTION	2
1.1 Purpose	2
1.2 Goals	2
1.3 Objective	2
1.4 Background	2
2.0 PROJECT APPROACH	3
2.1 Methodology	3
2.2 Organization	4
2.3 Guiding Facts and Assumptions	4
3.0 PROJECT DELIVERY TEAM & ROLES	5
3.1 Project Manager	5
3.2 Project Delivery Team (PDT)	5
3.3 Advisors	5
3.4 Customer	5
3.5 Stakeholders	5
4.0 TIME FRAMES AND SCHEDULES	6
5.0 PERFORMANCE MEASUREMENT	6
6.0 RISK MANAGEMENT	6
7.0 COMMUNICATION PLAN	7

1.0 Introduction.

1.1 Purpose. This Project Management Plan (PMP) outlines the study approach and methodology for “USACE 2012, Future HQ’s Design Study”. (For the purpose of this study, HQ is defined as a combination of headquarters, USACE and its major subordinate commands (MSC’s)).

1.2 Goals. The goal of this study is to determine what will be the ideal corporate and headquarters (HQ and MSC) design, what our business will be and how we will operate in 2012 and beyond. Special attention will be given to the roles, responsibilities, and relationships between external stakeholders and HQUSACE.

1.3 Objectives. The PDT will:

- 1.3.1 Engage USACE decision-makers in the interview process with stakeholders.
- 1.3.2 Determine what we should be doing based upon our business process and HQ Mission Essential Task List (METL).
- 1.3.3 Determine what our ideal future culture should be.
- 1.3.4 Determine and recommend the alignment of all 7S elements with the future corporate and HQ ideal design to accomplish assigned missions.
- 1.3.5 Advise decision-makers how to close the gaps between the ideal future design and today’s reality.

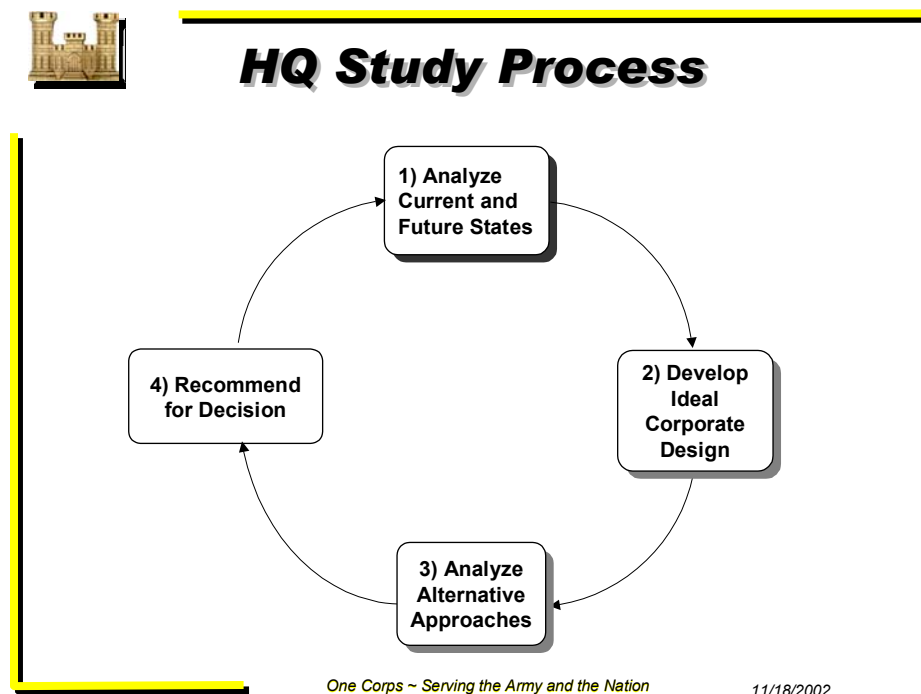
1.4 Background. There are many documents that provide the direction for this study effort (All will be posted in E-Room):

- 1.4.1 USACE Vision.
- 1.4.2 USACE Campaign Plan.
- 1.4.3 HQ METL (Draft from HQ Mainframe May 02)
 - Develop key relationships with other Federal agencies
 - Promulgate policies across full spectrum of USACE operations
 - Provide Corps organizations future directions
 - Integrate and coordinate organizational mission execution
 - Secure resources
- 1.4.5 Organizational Review of the Missions, Roles and Responsibilities of MSC’s and HQ USACE (Stockton Study/10 Oct 02).
- 1.4.6 Learning Organization Doctrine
- 1.4.7 PMBP Manual and ER 5-1-11
- 1.4.8 Scenario Based Strategic Planning (SBSP-97): Scenarios and Core Competencies
- 1.4.9 HQ Bottom Up Review (98)
- 1.4.10 Internal Strategic Plan [CW, IM, Hr].
- 1.4.10 President’s Management Agenda

- Strategic Management of Human Capital
- Competitive Sourcing
- Improved Financial Performance
- Expanded Electronic Government
- Budget and Performance Integration

2.0 Project Approach

2.1 Methodology. This PMP provides specific tasks and milestones of the USACE 2012 Future Corporate and HQ Design Study project.



2.1.1 Analyze Current and Future States

2.1.1.1 External Analysis Conduct interviews and survey questionnaires. Analyze feedback (esp., Congressional and other political).

2.1.1.2 Environmental Initiatives. Review initiatives studies such as Corps reform, "Third-Wave, functional studies. (Caution: loss of functions may not save resources as functions contracted out must still be resourced.)

2.1.1.3 Internal Analysis--"start, stop, continue". Conduct interviews and complete survey questionnaires. Review internal initiatives and other studies, such as RBC 2012, etc. Develop a "where we currently are perspective of the Corps from information which currently exist, use "Hard" data (\$\$, FTE, etc.).

2.1.2 Develop Ideal Corporate Design. From info in step 1, develop conceptual, ideal future design :

2.1.2.1 Clear, detailed mission

2.1.2.2 Attributes and characteristics

2.1.2.3 Systemic design using 7-S model.

2.1.3 Analyze alternate approaches.

2.1.3.1 Determine measurement / evaluation criteria

2.1.3.2 Optimize alternative designs using measurement criteria

2.1.3.3 Assess alternative designs

2.1.3.4 Determine most effective organization

2.1.3.5 Determine bridging actions

2.1.4 Recommend for Decision

2.1.4.1 Decision pre-brief to the DCG

2.1.5.1 Brief the CG

2.1.5.2 Brief the Command Council

2.1.5.3 Brief other stakeholders and interested parties

2.1.5.4 Issue final report

2.2 Organization. The study will be conducted by the team chartered by the Deputy Commanding General and additional resources coordinated through the Chief of Staff.

2.3 Guiding Facts and Assumptions

2.3.1 USACE and its current missions will be part of the Army in 2012.

2.3.2 Corps will comply with Presidential, DoD, Army and Congressional programs and directives.

2.3.3 One Headquarters: MSC Commanders are the CG's regional representative.

HQ USACE has the missions of:

- Command and Control
- National Interface
- Program management
- Policy and Guidance (Strategic Direction)

MSC's are regional extensions of HQ USACE for the purposes of:

- Command and control
- Regional interface
- Program management
- Quality assurance

2.3.4 Functions performed at the MSC's will be those best performed regionally.

2.3.5 Results will not change numbers of MSC or Districts. Study will be focused on the future corporate and HQ design. Recommendations, however, may impact Districts.

2.3.6 We will take care of people as we transition to the new organization.

2.3.7 This PMP is a living document, to be revised as needed.

2.3.8 This study does not include detailed implementation schedules or the costs of recommended actions. However, rough order of magnitude estimates will be provided for purposes of comparing alternatives.

3.0 Project Delivery Team & Roles

3.1 Project Manager : Brief leadership on progress; lead the PDT; revise PMP as required; track schedule, quality and budget; conduct liaison with other teams; POC for overall PMP implementation; plan, design, conduct, and evaluate team meetings and actions in concert with team members.

3.2 Project Delivery Team: Provide active participation, advice, and council in team meetings; provide analytic support where needed; provide field perspective and liaison.

3.2.1 PM: Mr. Steve Stockton, SPD

3.2.2 PDT Members:

- Mr. Mike Adams, CECC
- COL John Carroll, NAD
- Ms. Liz Fagot, CERE
- Ms. Judi Greer, NWD
- Mr. Michael Kingsley, CEPG
- Mr. Tony Leketa, SAD
- COL Karen Lloyd, DDRM
- Ms. Julie Marcy, ERDC (Emerging Leader)
- Mr. Davis Moriuchi, NWP
- Ms. Carol Sanders, PAO
- Ms. Julalee Sullivan, CEHR
- Col Mark Tillotson, CEMP
- Mr. Sean Wachutka, CEPG

3.3 Advisors:

- Deputy Commanding General, MG Van Winkle
- Dr. Richard Margolies, The Maccoby Group
- MG(RET) Russell Fuhrman

3.4 Customer: Chief of Engineers.

3.4 Stakeholders: Team will solicit insights and expectations from its internal and external stakeholders.

4.0 Time Frames and Schedule.

Dates	Activities		Responsible
23-24 April 03	Agree on Recommendations, Principles, PSA and Next Steps (FAA and Business Process)		Senior Leaders (GO, SES, Functional Chiefs)
Mid May	Agree on FAA Process, and approach to define business processes of Headquarters in Washington and MSCs		Senior Leaders (GO, SES, Functional Chiefs)
May – July	<u>FAA Process</u> (See outline of process in Main Report: Implementation and Communications)	<u>Business Process</u> Define Primary Missions and Business Processes of Headquarters at Washington and MSC	FAA Process: Division Commanders Business Process: Process Committee
July	Present FAA Present Vertical Business Processes analyses and structure to Command Council. Review proposals for consistency and compliance with principles. Horizontally integrate vertical functions and business process at each level.		Command Council
July 2003	Apply FAA to business processes (vertical and horizontal) to finalize the Preferred Structural Alternative, with a detailed organizational structure, business process and resource requirements.		Leadership Team from FAA Process and Business Process
5-8 August	FAA process culminates in formal briefing to Chief at SLC.		Senior Leaders (GO, SES, Functional Chiefs)
9 Aug – 15 Sept	Integrate all FAA into One Objective Organization		Leadership Team
15 Sep – 1 Oct	Review and Vet		Corpswide
1 Oct 03	Chief decides on Objective Organization		Chief
1 Oct 03 - 1 Mar 04	Implementation Planning		Implementation Team led by Leadership Team
1 June 04	Implementation Begins		Implementation Team
1 Oct 05	Implementation Substantially Complete		

5.0 Performance Measurement The team will meet timeframes and schedule for Senior Leadership to consider recommendations.

6.0 Risk Management. The risks include:

- Perception this is “another study” to be shelved.
- Not learn from case studies of previous relevant studies.
- Not take a comprehensive, long-term whole system perspective and reduce facts to short-term problems and crisis management.

7.0 Communication Plan. The success of the project will depend upon involvement of all stakeholders and real time communication of project progress.

- i. **Strategy:** Communications surrounding the preparation and outcome of the HQ USACE 2012 report will be open and will seek input from a wide variety of stakeholders. Feedback will be provided to stakeholders, as appropriate.
- ii. **Audience:** The primary audience for the study will be those directly affected by the decisions made — all US Army Corps of Engineers team members, military and civilian. However, it is also important that we identify other stakeholders who may be affected by the Commander’s ultimate decisions and that we target our communication efforts with these groups as well. These stakeholders include the Departments of Defense and Army, Administration, Congress, interest groups, partners and customers.
- iii. **Messages:**
 - a. our own desire to more effectively manage and respond to the nation’s needs require us to look at how we can more effectively and efficiently realign the headquarters functions of the Corps of Engineers: command and control, quality management, national and regional interface, policy guidance, and program management.
 - b. Although many efforts are underway including the congressional Corps Reform initiative, the Army Third Wave initiative, and the President’s Management Agenda, we cannot wait for the outcome of any of these efforts – our budget constraints are impacting mission requirements today. We must align headquarters functions at the Washington and Major Subordinate Command (i.e., division or region) level into a flexible, cost effective organizational structure.
- iv. We are seeking input from all internal and external stakeholders and interested parties. The process will result in an array of potential plans with a recommended plan that can be implemented.
- v. **Mechanisms and Activities:**
 - (1) Internal:
 - (a) Regular updates at Chief’s staff meeting, Command Council meetings, Issues Management Board, Guidons Calls, Friday notes from the Chief of Staff and other scheduled periodic meetings.
 - (b) An intranet web site will be established to provide information to the workforce. This site is separate from the working site that the team uses. The site will include a basic fact sheet and Frequently Asked Questions (FAQ) and responses.
 - (2) External:
 - (a) A hot topics issue will be established and updated for external stakeholders on the Corps home page.
 - (b) A response to query and follow-on questions and answers will be developed and used for media inquiries.

- (c) A standard paragraph and slide will be developed discussing the initiative and furnished the Corps leadership so that they may have a consistent message to disseminate while the study is underway.

8.0 Outcome: The desired outcome is to develop a recommended plan that will provide a cost effective solution to the budget constraints and will also provide the best design to effectively conduct the necessary headquarters functions at the regional and national levels. The external and internal communications associated with the study will help assure buy-in of the plan